

# **AGENCY STRATEGIC PLAN FISCAL YEARS 2021 to 2025**



CANCER PREVENTION & RESEARCH  
INSTITUTE OF TEXAS



# **AGENCY STRATEGIC PLAN**

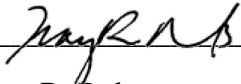
## **FISCAL YEARS 2021 TO 2025**


**BY**

### **CANCER PREVENTION AND RESEARCH INSTITUTE OF TEXAS**

<b>Oversight Committee Member</b>	<b>Dates of Term</b>	<b>Hometown</b>
Donald “Dee” Margo, Presiding Officer	2015-2021	El Paso
Mahendra C. Patel, M.D., P.A., Assistant Presiding Officer	2018-2021	San Antonio
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Ambrosio Hernandez, III, M.D.	2020-2025	Pharr
William Montgomery	2013-2023	Dallas
Cynthia Barberio Payne	2020-2025	Spring Branch
William Rice, M.D.	2017-2025	Austin
Craig Rosenfeld, M.D.	2013-2017	Dallas

JUNE 1, 2020

Signed:   
Wayne R. Roberts  
Chief Executive Officer

Signed:   
Donald “Dee” Margo  
Presiding Officer, Oversight Committee



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## **CANCER PREVENTION AND RESEARCH INSTITUTE OF TEXAS MISSION AND PHILOSOPHY**

### **Agency Mission**

Pursuant to V.T.C.A., Health and Safety Code, Section 102.002, the Cancer Prevention and Research Institute of Texas is to create and expedite innovation in the area of cancer research and to enhance the potential for a medical or scientific breakthrough in the prevention of cancer and cures for cancer; attract, create, or expand research capabilities of public or private institutions of higher education and other public or private entities that will promote a substantial increase in cancer research and in the creation of high-quality new jobs in this state; and develop and implement the Texas Cancer Plan.

### **Agency Philosophy**

The Cancer Prevention and Research Institute of Texas will act in accordance with the highest standards of ethics, accountability, efficiency, and transparency. We affirm that our constitutional responsibility to distribute public funds to cure and mitigate cancer is a commitment to the citizens of Texas. We approach our responsibilities with purpose to honor that commitment.





## AGENCY GOALS AND ACTION PLAN

CPRIT's mission is to expedite discoveries and innovations across Texas to reduce the burdens of cancer. CPRIT awarded its first cancer research grant in late 2009. Ten and a half years later, the CPRIT Oversight Committee has invested over \$ 2.5 billion in 1,517 grants, or 92 percent of the original funding approved by Texans for grant awards.

CPRIT's investments are critically important because, despite advances, cancer remains the leading cause of death for Texans under the age of 85, with 125 people dying from cancer every day in Texas. Although the tragic emotional and physical toll of cancer is incalculable, in purely economic terms cancer cost the state \$42.5 billion in direct medical costs and mortality losses in 2019. This is \$2.2 billion more than 2018. Considering Texas' emerging demographics and growing population, the state's cost of cancer is unlikely to decline unless Texas makes significant and sustainable changes now.

Recognizing this, the 2019 Texas Legislature committed to protecting and leveraging the state's unprecedented investment in innovative cancer research and prevention efforts. In a unanimous Senate vote and near-unanimous House vote, legislators authorized a statewide election to dedicate an additional \$3 billion to drive Texas' momentum in the fight against cancer into the next decade. On November 5, 2019, Texans responded, overwhelmingly approving Proposition 6.

CPRIT is now a \$6 billion 20-year initiative—the largest state research investment in the history of the United States and the second largest cancer research and prevention program in the world. Together with Texas' well-earned business reputation, CPRIT's investments in the state's life science infrastructure are accelerating Texas' efforts to become a major biotechnology hub. We have a pivotal opportunity to diversify further Texas' economy as the “third coast” for biotechnology with high-paying pharmaceutical, medical manufacturing, and healthcare sector jobs. CPRIT gives the state a strategic advantage when competing with other states to attract biotech talent and industry. We are focused on the gains to be made over the next decade and will work with state leadership and stakeholders to identify new opportunities for innovation in cancer research and prevention efforts in Texas. CPRIT remains committed to carrying out its mission in line with the state leadership's vision that the agency be accountable, efficient, effective and transparent.

The Oversight Committee and staff have engaged in strategic and operational planning addressing the near-term and future opportunities over the past several years. This planning takes on greater urgency as we set the course for CPRIT 2.0 and its activities over the next decade.

CPRIT's \$2.54 billion investment in 1,517 of the best ideas in cancer research, product development, and prevention in Texas is building a vibrant life sciences and prevention infrastructure across the state. This groundbreaking work has enhanced Texas' competitive edge in the global fight against cancer.

From a foundation built through ten years of steady investment, the state can now expand into new life science opportunities. Some of the ideas that CPRIT and its stakeholders discussed in FY 2019 as a preliminary framework for CPRIT 2.0 include:

- Capitalizing on CPRIT's longstanding investments in improving outcomes in childhood cancer; with continued support, Texas can be the world leader in childhood cancer research.
- Growing and enhancing the coalitions and networks delivering cancer prevention services by providing infrastructure to support them.
- Creating and expanding research and treatment capabilities at universities in all regions of the state.
- Boosting clinical trial options to more people by reducing the institutional and patient barriers to trials.
- Increasing the number and breadth of Collaboration Action Programs (CAPs) that target Texas-centric needs in cancer research and prevention. The CPRIT-initiated liver cancer CAP is addressing liver cancer, which Texas ranks first among states in incidence rate.
- Taking advantage of the pipeline of novel cancer diagnostic and treatment discoveries at Texas universities by supporting the transition of early stage development in the growing number of Texas-based companies
- Doubling the number of NCI Comprehensive Cancer Centers and elevating Texas institutions' standing in prominent national reviews such as the *US News and World Report's* rankings through continued investment in research capacity, access to cutting-edge technology, and recruiting preeminent experts and the next generation of scientific leaders to Texas.
- Co-investing with established bio-tech venture capital firms in promising Texas-based companies, sharing the risks and rewards equally.

As CPRIT looks ahead to the next decade and considers what will do the most good for cancer patients and Texas, CPRIT is seeking advice from stakeholders throughout the state. These include grant recipients, grant applicants, expert advisors, the cancer advocate community, business leaders, community healthcare providers, venture capitalists, Texas institutions of higher education, and state leadership.

CPRIT will also provide opportunities for people interested in the future of cancer research and prevention efforts to provide input to the agency electronically and directly to the Oversight Committee in public meetings.

The Oversight Committee is committed to a transparent, collaborative process, with the goal of laying out an actionable plan for CPRIT 2.0 in early calendar year 2021.

CPRIT's enabling statute specifies three requirements that serve as its operational goals. These three goals and examples of specific action items used to implement the goals follow:

Attract, create and expand research capabilities in higher education

- Recruit stellar researchers and their labs to Texas institutions from across the world
- Increase the likelihood that the National Cancer Institute will identify additional Texas institutions as designated and/or comprehensive cancer centers
- Stimulate receipt of new non-state research funds to Texas institutions
- Establish core facilities to provide access to cutting-edge shared technology through capital instrumentation and technical expertise

Attract, create and expand the capabilities of private entities and create high-quality new jobs

- Attract existing biotech companies from elsewhere to Texas and establish new companies in Texas
- Enhance existing venture capital biotech investment in Texas
- Stimulate private sector follow-on investment in companies brought to Texas by CPRIT or created through CPRIT funding in Texas
- Increase the state's gross product, personal income, and retail sales
- Increase the number of high quality new permanent jobs created in Texas

Expedite innovation in research and enhance the potential of breakthroughs in prevention and cures

- Support new clinical trials and increase the number of patients in CPRIT-funded clinical trials
- Identify cancer precursors and cancers detected through CPRIT-funded screening awards
- Establish nationally recognized teams and centers in Texas
- Increase the number of academic peer-reviewed publications and patent applications resulting from academic and product development research

**Accountable to Texans**

Fighting cancer in its many manifestations is of paramount importance to Texans. Accordingly, the Legislature took extraordinary steps to make sure that CPRIT funds only the best science and evidence-based prevention activities. CPRIT relies upon a merit-based peer review system that is free from conflicts of interest.

CPRIT's enabling legislation incorporates strict statutory checks and balances. CPRIT implements V.T.C.A., Health & Safety Code, Chapter 102 through Texas Administrative Code, Chapters 701-703. The administrative rules codify required processes CPRIT must follow to allocate state appropriations for research and prevention awards and administration of those funds. CPRIT documents adherence to those processes through a variety of mechanisms, including application compliance pedigrees. The pedigrees itemize up to 60 distinct steps in the review process, from posting the requests for applications through award funding approval by the Oversight Committee. A CPRIT staff member or contractor attests to each step. In addition, the Chief Executive Officer and the Chief Compliance Officer must certify that each step of the pedigree is completed before the Oversight Committee may vote on an award recommendation.

CPRIT's Audit Subcommittee, comprised of four Oversight Committee members, requires CPRIT staff to itemize internal and financial audit findings and report on the implementation status at its regular quarterly meetings. This process continues until the finding is addressed to the subcommittee's satisfaction. CPRIT posts the audit reports on the agency's website for public examination.

## **Efficiently Operate the Agency to Achieve Maximum Results While Minimizing Waste of Taxpayer Funds**

To maximize the funds available for substantive research and prevention grants, CPRIT minimizes operational costs for both agency and grant management operations. Unlike most state agencies, CPRIT's funding is appropriated bond proceeds, which is statutorily capped at \$300 million per year. Because of this unique funding source CPRIT does not receive biennial funding increases.

CPRIT is improving Texas' national standing in both cancer research and the biomedical industry. As you examine the social, economic, and personal benefits of CPRIT's activities, be mindful that the Institute and its grantees provide these benefits with an extraordinarily low overhead. CPRIT's grantees may not spend more than five percent of grant funds on indirect costs, and CPRIT's overhead comprises less than 7 percent of the total amount appropriated to the agency annually.

Although CPRIT's overhead is seven percent of annual appropriations, it is slightly more than one percent when considered in the context of active grants under management. As of May 2020, CPRIT is administering nearly 600 active grants totaling \$1.4 billion. CPRIT is aware that publicly funded agencies should strive to keep overhead as low as possible. Legislative authorizations and staff reorganizations have allowed CPRIT to increase the number of FTEs focused on grant compliance and fiscal monitoring from three FTEs to 13 FTEs over the past decade. However, the extremely low ratio between annual operating costs and total funds under management may indicate insufficient resources dedicated to compliance and fiscal monitoring. We are working with our internal auditors and others to determine what industry standards exist for similar entities, if any, and to identify an appropriate CPRIT staffing level to safeguard the state's significant investment in cancer research and prevention.

CPRIT's information technology infrastructure, which is readily accessible in a cloud environment, allows the agency to operate effectively and efficiently whether staff is in the office or working remotely. CPRIT also uses an online pre- and post-award grant management system, an IT platform that grantees access to submit all required programmatic and fiscal forms. CPRIT's virtualized IT environment includes redundancy and is key to maintaining agency operations in the event of a disaster. The agency's business continuity planning and virtualized IT environment allowed CPRIT staff to begin working remotely with minimal downtime and disruption to business processes when Governor Abbott declared the COVID-19 pandemic disaster in March 2020.

CPRIT manages its IT infrastructure using a combination of in-house and contracted staff as well as service vendors. In addition, CPRIT's internal Information Technology Governance Committee composed of staff from different program areas, oversees the ongoing creation and revision of IT policies and data management. The IT infrastructure, environment and information security policies, practices, and procedures follow or exceed the Department of Information Resources' requirements.

CPRIT employs a small but talented staff and is committed to keeping them abreast of the dynamic cancer research and prevention landscape through training in their area of expertise to maintain

their job performance. Additionally, the agency provides other training to enhance their capabilities such as IT security training.

### **Effective in Successfully Fulfilling Core Functions, Measuring Success in Achieving Performance Measures and Implementing Plans to Continuously Improve**

As required by law, the Oversight Committee annually reviews, revises and adopts programmatic priorities within and across academic research, product development research and prevention. These priorities transparently indicate how CPRIT's funding is oriented and guide issuance of requests for applications, application reviews, and ranking recommendations within budget constraints.

CPRIT's Oversight Committee inaugurated an agency performance "dashboard" in 2014 reflecting 47 management measures related to accountability, agency mission and transparency. These metrics add to those required through the state's strategic planning and budget templates included elsewhere in this strategic plan. CPRIT staff reports on these metrics at each quarterly Oversight Committee meeting and posts the information on CPRIT's website as part of the publicly available meeting materials.

### **Providing Excellent Customer Service**

While CPRIT's ultimate "customers" are Texans and their elected representatives, potential and current grantees are a critical component of CPRIT's constituents. CPRIT staff interacts daily with grant applicants, grantees, and award administrators across the state. The 2020 survey results continue to reflect overall positive customer satisfaction, including a high of 86.7% respondent satisfaction with program and post-award staff courteousness, knowledge, and promptness.

CPRIT bases its customer service commitment on the belief that the best way to enhance compliance is to prevent noncompliance before it begins. CPRIT staff work in partnership with grantee administrators to inform grantees about fiscal and programmatic requirements through teleconferences, webinars, on-site training, and one-on-one direct interventions and to prevent grant issues by proactively monitoring impending due dates and identifying trends before they become serious. CPRIT also releases an updated *Grantee Policies and Procedures Guide* every quarter to provide grantees additional assistance in navigating grant administration.

CPRIT recently updated its website design to augment customer service. As a result of the website redesign, customer satisfaction with the improved website navigation and available information increased to 77.1% compared to a 68.8% satisfaction rate in 2018. CPRIT relied on its improved website to quickly disseminate information to grantees and grant applicants with business operations affected by the COVID-19 pandemic.

## **Transparent Agency Operations and Activities**

CPRIT is committed to conflict-of-interest free grant making. Agency staff constantly seeks to improve transparency and provide information about CPRIT's grant making and operational processes. The public process involved with establishing the Oversight Committee's statutorily required program priorities clearly articulates how CPRIT intends to focus taxpayer funding each year. CPRIT promotes, encourages and facilitates public input during the prioritization process. Once established, CPRIT references the priorities every time new awards are approved. CPRIT also creates benchmarks for tracking how the agency fulfills the program priorities. The same attention to public input and transparency will occur during the CPRIT 2.0 planning process.

CPRIT's website is a crucial tool for promoting agency transparency. Redesigning the website has improved organization and access to this information, promoting clarity and insight into the agency's processes and participants. Briefing materials for all open meetings are posted on CPRIT's website several days prior to the meeting date. Oversight Committee meetings usually take place in the State Capitol to encourage public attendance and make it more convenient for legislators, their staff, oversight agency staff and the media to attend. However, for those not in Austin or unable to attend in person, the open meetings are webcast live and the archived video of quarterly meetings is available through CPRIT's website. CPRIT posts the compliance pedigrees documenting each step in the award-making process and other information detailing the grant review process on CPRIT's website after all open meetings.





**REDUNDANCIES AND IMPEDIMENTS**

CPRIT's mission is unique among Texas state agencies, so there is no overlap in its responsibilities compared to other agencies. CPRIT performs a comprehensive review of its administrative rules and requirements on an ongoing basis. In that review, the agency questions the necessity of every grant application review and approval process to make grant awards as well as the continued need for each grant reporting requirement. Given that CPRIT awards approximately \$280 million worth of grants each year and is now managing a portfolio of about \$1.4 billion in active grants, the grant application processes, and procedures and grant reporting requirements are necessary. CPRIT has a fiduciary responsibility to ensure that grants are properly awarded and that grant awards in its portfolio comply with their project purposes and grant expenditure requirements.



# SUPPLEMENTAL ELEMENTS



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## **SCHEDULE A: BUDGET STRUCTURE – GOALS, OBJECTIVES AND PERFORMANCE MEASURES**

### **GOAL 1: CREATE AND EXPEDITE INNOVATION IN CANCER RESEARCH AND PREVENTION SERVICES**

#### **Objective 1.1: Cancer Research and Prevention Projects**

##### Outcome

1. Non-State Funds Leveraged as Match for Research Grants (in millions)
2. Total Research Matching Fund Expenditures
3. Percent of Texas Regions with Cancer Prevention Services and Activities Initiated
4. Percentage of Grantees Receiving Compliance Training

#### **Strategy 1.1.1: Award Cancer Research Grants**

##### Output

1. Number of Entities Relocating to Texas for Cancer-Research Related Projects
2. Number of Researchers Recruited to Texas to Conduct Cancer Research

##### Explanatory

1. Number of Research Grant Awards
2. Average Dollar Amount of Research Grants Awarded
3. Number of Published Articles on CPRIT-Funded Research Projects
4. Number of New Jobs Created and Maintained

#### **Strategy 1.1.2: Award Cancer Prevention Grants**

##### Output

1. Number of Cancer Prevention and Control Services Provided by Institute Funded Grants

##### Explanatory

1. Annual Age-Adjusted Cancer Mortality Rate

#### **Strategy 1.1.3: Grant Review and Award Operations**

##### Output

1. Number of Grants Reviewed for Compliance

**GOAL 2:     INDIRECT ADMINISTRATION**

**Objective 2.1: Indirect Administration**

**Strategy 2.1.1: Indirect Administration**

**SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS****GOAL 1: CREATE AND EXPEDITE INNOVATION IN CANCER RESEARCH AND PREVENTION SERVICES****Objective 1.1: Cancer Research and Prevention Projects**

<b>Outcome Measure 1.1.1</b>	<b>Non-State Funds Leveraged as Match for Research Grants (in millions)</b>
Short Definition:	Total amount of non-state funds leveraged as match for Institute research grants. Non-state funds include any federal, non-profit, corporate, or philanthropic sources of money used as match.
Purpose/Importance:	This measure indicates the amount of non-state appropriated dollars invested in cancer research in Texas.
Source/Collection of Data:	Data for all leverage funds announced is documented in the Institute agreements signed by grant recipients.
Method of Calculation:	Institute staff will total the amount of leverage investments identified in signed protect agreements for projects receiving Institute awards.
Data Limitations:	None
Calculations Type:	Cumulative
New Measure:	No
Desired Performance:	Higher than target

Outcome Measure 1.1.2	Total Research Matching Fund Expenditures
Short Definition:	The total expenditures for the conduct of research and development from all matching fund sources during the reporting period, including indirect costs. This would exclude amounts granted by the Cancer Prevention and Research Institute and would also exclude the Institute's fringe benefits.
Purpose/Importance:	This measure is an indicator of the level of matching research dollars expended for cancer research grant awards.
Source/Collection of Data:	Annual financial reports from grant recipients documenting actual expenditures of all funds related to the Institute's grant award.
Method of Calculation:	The total dollar amount of matching fund expenditures for the conduct of research and development from all funding sources documented in the Institute's award agreements signed by the grant recipients.
Data Limitations:	None
Calculations Type:	Cumulative
New Measure:	No
Desired Performance:	Higher than target



Outcome Measure 1.1.3	Percent of Texas Regions with Cancer Prevention Services and Activities Initiated
Short Definition:	Total verified number of Texas regions, as described by the Texas Health and Human Services Commission, (expressed as a percentage) receiving cancer prevention services through direct Institute intervention or Institute- funded contracts that address one or more of the <i>Texas Cancer Plan</i> goals.
Purpose/Importance:	The <i>Texas Cancer Plan</i> goals are: Prevention Information and Services; Early Detection and Treatment; Professional Education and Practice; Cancer Data Acquisition and Utilization; and Survivorship. The measure reflects the Institute's ability to wage a multi-faceted attack on cancer.
Source/Collection of Data:	Each initiative is required to apply for Institute funding annually. The applicant must report which <i>Texas Cancer Plan</i> goals are being addressed by their activities and must also indicate the geographic area(s) their program will serve. Each applicant must address at least one Cancer Plan goal and may address multiple goals.
Method of Calculation:	Institute staff verifies the goals being addressed and creates a matrix documenting all initiatives and goals addressed. Geographic areas served will also be tracked. Agency records, and/or a current list of initiatives that are promoted by direct Institute intervention or funded initiatives will substantiate the percentage of Texas regions with services and activities addressed in the <i>Texas Cancer Plan</i> .
Data Limitations:	Inclusion of a Texas region in this calculation does not imply that all of the goals, objectives, and strategies related to the Texas Cancer Plan have been implemented.
Calculations Type:	Non-cumulative
New Measure:	No
Desired Performance:	Higher than target

Outcome Measure 1.1.4	Percentage of Grantees Receiving Compliance Training
Short Definition:	The ratio of the number of grant entities that receive CPRIT-sponsored training on applicable financial, administrative, and programmatic grant reporting requirements compared to the total number of active grant entities as a percentage.
Purpose/Importance:	This measure is an indication that grant entities have the training necessary to comply with grant reporting requirements and administrative rule changes.
Source/Collection of Data:	New grant entities must attend initial, on-boarding training prior to being eligible to receive a disbursement of CPRIT grant funds. Annual training is required for all grant entities who have ongoing CPRIT grants. A grant entity is defined as the organization receiving a CPRIT grant, not an individual such as a principal investigator, program director or company representative. The compliance program tracks grant entity attendance at all CPRIT-sponsored trainings through sign-in sheets for in-person trainings and electronic participation logs for web-based trainings. Grant entities receive credit for attending required training when the grant entity's Authorized Signing Official (ASO) and at least one other member of the grant entity's staff attend a CPRIT-sponsored training (T.A.C. § 703.22). CPRIT maintains the in-person training sign-in sheets and web-based training participation logs in the central agency electronic files.
Method of Calculation:	The percentage is calculated by dividing the numerator of the number of grant entities attending CPRIT-sponsored trainings during the fiscal year by the denominator of the number of total grant entities with active contracted CPRIT grants on or before August 31 of the fiscal year that will also receive a disbursement of grant funds from CPRIT by August 31 of a fiscal year. Because CPRIT's administrative rule requiring annual compliance training by November 1 of the year is based on a calendar year, CPRIT will use the number of grant entities completing compliance training reported on November 1 of a given year in the calculation of the numerator for the fiscal year that the month of November falls in (i.e., grant entities reported as completing annual training by November 1, 2017 would be used in the calculation of the numerator for FY 2018). The other component of the numerator will be the number of new grant entities receiving initial compliance training during the fiscal year being reported.
Data Limitations:	None
Calculations Type:	Cumulative
New Measure:	Yes
Desired Performance:	Higher than target

**Strategy 1.1.1: Fund research grants into the causes of and cures for cancer, laboratory facility construction, and collaboration between various institutions on laboratory research and clinical trials.**

<b>Output Measure 1.1.1.1</b>	<b>Number of Entities Relocating to Texas for Cancer-Research Related Projects</b>
Short Definition:	The total number of business or research entities which establish new business or research operations in Texas in order to participate in an Institute-funded grant award.
Purpose/Importance:	This measure indicates the level of attraction of cancer research funding to draw new businesses and research entities to Texas.
Source/Collection of Data:	Annual status or other reports from a grant recipient documenting the relocation of a business or research entity due to the research project funded by the Institute.
Method of Calculation:	The total number of business or research entities relocating to Texas documented in status reports from grant award recipients.
Data Limitations:	None
Calculations Type:	Cumulative
New Measure:	No
Desired Performance:	Higher than target

<b>Output Measure 1.1.1.2</b>	<b>Number of Researchers Recruited to Texas to Conduct Cancer Research</b>
Short Definition:	The total number of scientific researchers who relocate to Texas for a faculty position at a Texas based academic institution.
Purpose/Importance:	This measure indicates the number of scientific researchers in the area of cancer research attracted to Texas because of the availability of CPRIT research grant funds.
Source/Collection of Data:	CPRIT records of the number of academic institutions awarded a grant ratified by the Oversight Committee based on a grant application to recruit a scientific researcher to their institution.
Method of Calculation:	The total number of researchers recruited to Texas during the fiscal year documented by the ratified award slates and Oversight Committee meeting minutes which record these award decisions.
Data Limitations:	None. All data is the result of the number of research recruitment grants awarded to academic institutions.
Calculations Type:	Cumulative
New Measure:	No
Desired Performance:	Higher than target

<b>Explanatory Measure 1.1.1.1</b>	<b>Number of Research Grant Awards</b>
Short Definition:	Number of research grants made by the Institute.
Purpose/Importance:	This measure indicates the workload of the Institute in awarding grants and managing those grants through their award cycles.
Source/Collection of Data:	Signed research grant awards with the Institute.
Method of Calculation:	The total number of research grant awards issued to grant recipients through signed agreements.
Data Limitations:	None
Calculations Type:	Non-cumulative
New Measure:	No
Desired Performance:	Higher than target

<b>Explanatory Measure 1.1.1.2</b>	<b>Average Dollar Amount of Research Grants Awarded</b>
Short Definition:	The average dollar amount of research grant awards made by the Institute.
Purpose/Importance:	This measure indicates the average size of grant awards issued by the Institute
Source/Collection of Data:	Signed research grant awards with the Institute.
Method of Calculation:	The total dollar amount of research grants divided by the total number of research grants made as documented in signed agreements with the Institute.
Data Limitations:	None
Calculations Type:	Non-cumulative
New Measure:	No
Desired Performance:	Higher than target

<b>Explanatory Measure 1.1.1.3</b>	<b>Number of Published Articles on CPRIT-Funded Research Projects</b>
Short Definition:	Number of scientific publications that include articles that result from CPRIT funded research projects.
Purpose/Importance:	This measure indicates the level of success recognized by external research and medical institutions of CPRIT funded projects in the quest to develop breakthroughs in cancer research and prevention services.
Source/Collection of Data:	The number of publications is reported in awardees' annual reports.
Method of Calculation:	Institute staff will verify and total the number of publications reported by awardees in their report submissions. Publications are interpreted as articles that include references to actual scientific outcomes from awarded projects.
Data Limitations:	The majority of data reported by the Institute involves work done by grantees and their subcontractors. This can create a lag time in reported data resulting in a need for updating previously reported numbers. Variances in performance from quarter to quarter and year to year are likely to occur due to the variety of work done by Institute funded initiatives.
Calculations Type:	Non-cumulative
New Measure:	No
Desired Performance:	Higher than target

<b>Explanatory Measure 1.1.1.4</b>	<b>Number of New Jobs Created and Maintained</b>
Short Definition:	An unduplicated count of the number of jobs that were created and maintained (one year) using funds provided by the Institute.
Purpose/Importance:	This measure indicates the impact of Institute funding to preserve and create new jobs; to build human resources stability in the cancer arena.
Source/Collection of Data:	The number of jobs created and maintained is annually reported in awardees reports.
Method of Calculation:	Institute staff will verify and total the number of jobs created and maintained that are reported by awardees in their report submissions.
Data Limitations:	The majority of data reported by the Institute involves work done by grantees and their subcontractors. This can create a lag time in reported data resulting in a need for updating previously reported numbers. Variances in performance from quarter to quarter and year to year are likely to occur due to the variety of work done by Institute funded initiatives.
Calculations Type:	Non-cumulative
New Measure:	No
Desired Performance:	Higher than target

**Strategy 1.1.2: Award grants for effective cancer control grant programs for all Texans, and mobilize public, private and volunteer agencies and individuals to enhance the availability and quality of cancer prevention and control services.**

<b>Output Measure 1.1.2.1</b>	<b>Number of Cancer Prevention and Control Services Provided</b>
Short Definition:	Total verified number of cancer related education and clinical services provided to Texans through Institute funded initiatives.
Purpose/Importance:	This measure is an indication of the prevention program's reach to Texans with effective science-based programs and/or services.
Source/Collection of Data:	The number of services is reported in prevention grantees' quarterly reports.
Method of Calculation:	Institute staff verifies the number of services from grantees' quarterly reports and creates a cumulative total that is substantiated by records retained at grantees' sites.
Data Limitations:	The majority of data reported by the Institute involves work done by grantees and their subcontractors. This can create a lag time in reported data resulting in a need for updating previously reported numbers. Large variances in performance from quarter to quarter and year to year are likely to occur due to the wide variety of programs and services funded by the Institute, including some grant projects ending and others beginning.
Calculations Type:	Cumulative
New Measure:	No
Desired Performance:	Higher than target

Explanatory Measure	Annual Age-adjusted Cancer Mortality Rate
Short Definition:	Statewide annual age-adjusted cancer mortality rate, as determined by the Cancer Registry Division, Texas Department of State Health Services.
Purpose/Importance:	All of the Institute's activities positively contribute to reducing cancer mortality, as do Texas physicians, hospitals, cancer treatment centers, volunteer organizations and other health care facilities. The Institute recognizes that cancer mortality rate is the ultimate outcome measure for cancer control.
Source/Collection of Data:	The Cancer Registry Division of the Texas Department of State Health Services provides the data reported for this measure.
Method of Calculation:	The calculation age-adjusts cancer death rates to the U.S. 2000 Standard Population, as used by the National Cancer Institute.
Data Limitations:	Age-adjusted mortality rates are relative rates used nationally for comparison purposes. Age-adjusted rates fluctuate when population forecasts change and as the population ages. Cancer rates will be adjusted to the 2000 United States standard. Comparisons with previous mortality rates will require recalculations to the new standards. There is an 8-12 month delay in obtaining cancer mortality data from the Texas Department of State Health Services. A long-term, expensive study would be needed to correlate the impact of the Institute projects with the state mortality rate. Further, the impact of cancer prevention efforts on mortality rates cannot be measured in legislative budget cycles.
Calculations Type:	Non-cumulative
New Measure:	No
Desired Performance:	Lower than target



**Strategy 1.1.3: Direct Institute operational cost of reviewing and awarding research and prevention grants**

<b>Output Measure 1.1.3.1</b>	<b>Number of Grants Reviewed for Compliance</b>
Short Definition:	Total number of active grants reviewed by CPRIT grant monitors, who may be agency staff or contracted employees, to verify compliance with CPRIT grant reporting, statutory, and rule requirements.
Purpose/Importance:	This measure is an indication of the agency workload related to the grant compliance review process.
Source/Collection of Data:	Grant monitors may conduct desk reviews of grantee reports submitted in the CPRIT Grants Management System and grantee monitoring site visits on active grants. The definition of an active grant is one that has been contracted and is not closed in the CPRIT Grants Management System.
Method of Calculation:	A grant is counted toward this measure in the quarter when a grant desk review or site visit is concluded and documented by a completed checklist or report.
Data Limitations:	Grant monitors will be able to perform a limited number of monitoring site visits in any given quarter.
Calculations Type:	Cumulative
New Measure:	No
Desired Performance:	Higher than target



## **SCHEDULE C: HISTORICALLY UNDERUTILIZED BUSINESS PLAN**

### **Historically Underutilized Businesses (HUB) Program**

The HUB program is governed by the Texas Government Code, Title 10, Subtitle D, Chapter 2161 and rules established by the Comptroller of Public Accounts' Statewide Procurement Division (SPD) in Texas Administrative Code, Title 34, Part 1, Chapter 20, Subchapter B. The purpose of the program is to increase contracting opportunities with the State of Texas for minority-owned, veteran-owned, and women-owned businesses.

The goal of CPRIT's HUB program is to make a good faith effort to award procurement opportunities to certified HUB vendors. CPRIT purchases are historically in three primary procurement categories including Professional, Other Services, and Commodity Purchasing. Certified HUB vendors are classified under an object code that allows SPD to track the agency's HUB expenditures through the Uniform Statewide Accounting System.

As a small agency with 36 full-time equivalents (FTE), CPRIT has one FTE dedicated to purchasing, not a purchasing department. The purchaser's duties include the role of HUB Coordinator and the responsibility to ensure that the agency implements the HUB outreach and procurement strategies identified in this report to increase HUB utilization.

CPRIT depends on SPD to manage the HUB certification process for vendors and maintain the categorical lists of HUB vendors who can provide services and commodities to state agencies. CPRIT also depends on the Department of Information Resources to maintain an adequate number of information technology contracts with certified HUB vendors.

### **HUB Participation**

CPRIT is continuously implementing strategies to increase the agency's HUB participation and to ensure the agency complies in fact and in spirit with the laws and rules established for the HUB program. This compliance includes adherence to HUB planning and reporting requirements and to HUB purchasing procedures established by SPD. As part of the effort to increase HUB participation, the purchaser must ensure that procurement opportunities are distributed among HUB groups, not concentrated within one or two HUB groups.

The strategies the agency uses to increase utilization of HUB vendors through its procurement processes for all goods and services and outreach activities are:

- Utilizing the SPD Centralized Master Bidders List (CMBL) and HUB search to ensure that all eligible certified HUBs are notified of CPRIT's procurement opportunities;
- Utilizing HUB resellers from the Department of Information Resources' information technology contracts as often as possible;

- Attending HUB Workgroup Discussion meetings;
- Attending HUB small business trainings and HUB forums to increase awareness of CPRIT procurement opportunities among HUB vendors; and
- Participating in available meetings with HUB vendors at other agencies.

### Assessment of HUB Vendor Utilization

CPRIT uses the statewide annual HUB procurement goals as the agency goals. Based on those goals, CPRIT exceeded the Commodity Purchasing category goal in both 2018 and 2019. While actual dollars in the Commodity Purchasing category increased in 2019 compared to 2018, there was an overall increase in total spending in this category which accounts for the lower percentage of spending in 2019 compared to 2018.

#### FY 2019 HUB Expenditures

Procurement Category	Total Expenditures	Total Spent with HUBs (\$)	Total Spent with HUBs (%)	Annual Procurement Goal
Professional	\$175,856	\$40,000	22.75%	23.70%
Other Services	\$12,834,732	\$551,542	4.30%	26.00%
Commodity Purchasing	\$338,988	\$138,931	40.98%	21.10%
<b>Total</b>	<b>\$13,349,577</b>	<b>\$730,473</b>	<b>5.47%</b>	

\*CPRIT does not make purchases in Heavy Construction, Building, and Special Trade, so those procurement categories are not included in the table.

#### FY 2018 HUB Expenditures

Procurement Category	Total Expenditures	Total Spent with HUBs (\$)	Total Spent with HUBs (%)	Annual Procurement Goal
Professional	\$247,308	\$40,000	16.17%	23.70%
Other Services	\$7,233,788	\$351,909	4.86%	26.00%
Commodity Purchasing	\$252,816	\$127,620	54.34%	21.10%
<b>Total</b>	<b>\$7,733,912</b>	<b>\$529,291</b>	<b>6.84%</b>	

\*CPRIT does not make purchases in Heavy Construction, Building, and Special Trade, so those procurement categories are not included in the table.

CPRIT has generally had lower-than-target HUB purchasing percentages in the Professional and Other Services categories. In 2019, CPRIT came within 1% of reaching the goal in Professional Services. However, the agency acknowledges that the improvement in meeting the target is due to a decline in the overall spending in this category from over \$1 million in 2017 to a little more than \$175,000 in 2019.

Professional Services is composed of accounting and auditing firm services that CPRIT must procure to meet the requirements of state law for internal audit and an annual independent financial audit. The reason that overall spending in this category was higher in the past is because CPRIT had a contracted firm to augment the staff in the agency's grant compliance program. Those contracted services were converted to CPRIT staff resources in the 2018-19 biennium with the 85<sup>th</sup> Texas Legislature's authorization for three additional full-time equivalents. In both 2018 and 2019, CPRIT procured independent financial audit services from a certified HUB vendor. CPRIT has not been able to procure services for its other needs in this category given the limited number of certified HUB vendors who provide these services.

The bulk of CPRIT purchases fall into Other Services. In fiscal year 2019, CPRIT made \$12.8 million, or 96 percent, of agency purchases in this category. CPRIT made 93.5 percent of its purchases in this category in fiscal year 2018. Agency purchases in this Other Services category include major contracts for specialized services like pre- and post-award grant management support services for CPRIT's grant programs, outside counsel services for intellectual property due diligence on CPRIT product development research grant applications, business and regulatory due diligence on CPRIT product development research grant applications, third-party peer review meeting monitoring services, and an annual economic assessment of the cost of cancer in Texas.

For the specialized services that CPRIT must procure to fulfill its mission, there are very few vendors who provide many of these services. For pre- and post-award grant management support services and business and regulatory due diligence, CPRIT has not received proposals from vendors in Texas who can provide these services nor is aware of any vendors in Texas who can provide these services. The same is true for business and regulatory due diligence services. Therefore, there is a corresponding lack of certified HUB vendors who can provide these services. This category also includes CPRIT's expenditures for honoraria payments to the chairs of its peer review committees which evaluate the hundreds of cancer prevention and research grant applications CPRIT receives each year. The chairs of CPRIT's peer review committees are recruited for their recognized expertise in a cancer research field, the public health prevention arena, or drug and device commercialization and must live outside the state due to conflict of interest issues with potential grant applicants. Therefore, no alternatives exist to procure similar services from certified HUB vendors.

During 2019, CPRIT continued purchasing in three of the six procurement categories and conducted business or awarded contracts to five of the six HUB groups. CPRIT does not engage in purchases in the Heavy Construction, Building, and Special Trade categories anticipate, and this is not likely to change given the agency's mission.

**FY 2019 Expenditures by Certified HUB Group**

<b>Certified HUB Group</b>	<b>Total Number of HUB Vendor(s) Receiving Contract Awards</b>	<b>Percent of HUB Vendors Receiving Awards</b>	<b>Total Dollars Awarded to HUB Groups</b>	<b>Percent of Total Dollars Awarded to HUB Groups</b>
Asian Pacific	2	16.67%	\$62,450	8.55%
Black	1	8.33%	\$40,000	5.48%
Hispanic	2	16.67%	\$73,414	10.05%
Native American	2	16.67%	\$23,226	3.18%
Service-Disabled Veteran	0	0.00%	\$0	0.00%
Women	5	41.67%	\$531,382	72.74%
<b>Total</b>	<b>12</b>	<b>100.00%</b>	<b>\$730,473</b>	<b>100.00%</b>

**FY 2018 Expenditures by Certified HUB Group**

<b>Certified HUB Group</b>	<b>Total Number of HUB Vendor(s) Receiving Contract Awards</b>	<b>Percent of HUB Vendors Receiving Awards</b>	<b>Total Dollars Awarded to HUB Groups</b>	<b>Percent of Total Dollars Awarded to HUB Groups</b>
Asian Pacific	1	7.14%	\$112,433	21.24%
Black	3	21.43%	\$47,336	8.94%
Hispanic	2	14.29%	\$95,233	17.99%
Native American	0	0.00%	\$0	0.00%
Service-Disabled Veteran	0	0.00%	\$0	0.00%
Women	8	57.14%	\$274,288	51.82%
<b>Total</b>	<b>14</b>	<b>100.00%</b>	<b>\$529,291</b>	<b>100.00%</b>

The total amount spent by CPRIT among certified HUB vendors in actual dollars increased by 38 percent from 2018 to 2019 although spending with HUB vendors remained about the same as a percentage of total procurement spending. In 2019 CPRIT awarded contracts to two vendors in the Native American HUB group, which expanded CPRIT's procurement spending to five of the six different HUB groups. CPRIT was successful in expanding contract awards to vendors in the Native American HUB group due to the purchaser's attendance at statewide HUB events as well as his efforts to actively seek out the group codes on the CMBL and DIR contract list to make these vendors aware of CPRIT purchasing opportunities. During 2020, the agency is continuing these same good faith efforts to expand contract awards to vendors in the remaining HUB group, Service-Disabled Veteran, with which the agency has never conducted business as well as

maintain contract awards with vendors distributed among the current group of HUB groups doing business with CPRIT.

### **HUB Outreach**

CPRIT's HUB outreach efforts have two purposes. One is to distribute information about the agency and its procurement needs to HUB vendors at HUB events, such as small business trainings and forums. The other is for the purchaser to gain knowledge about certified HUB vendors who perform services or provide commodities needed by the agency. During 2019, CPRIT's purchaser participated in two HUB events.

#### **HUB Events Attended in FY 2019**

<b>HUB Event Name</b>	<b>Location</b>	<b>Date of Event</b>
FY 2019 HUB Expo (CPA Event)	Austin	November 2, 2018
Senator West's Doing Business Texas Style	Irving	May 6-7, 2019

In 2020, CPRIT's purchaser plans to participate in the scheduled HUB events outlined below.

#### **HUB Events Planned in FY 2020**

<b>HUB Event Name</b>	<b>Location</b>	<b>Date</b>
FY 2020 HUB Expo (CPA Event)	Austin	November 20, 2019
Marketing for Success HUB Vendor Fair (TxDMV Event)	Austin	July 2, 2020

CPRIT had planned on attending Senator West's Doing Business Texas Style in-person HUB event in Irving in May and then July. However, when it was rescheduled to early August 2020 as a virtual event due to the COVID-19 disaster, CPRIT determined it was not feasible to participate since the virtual format eliminates the ability for the purchaser to network with HUB vendors which is the main benefit of the in-person HUB events. Furthermore, as a small agency CPRIT does not have significant spot bids particularly at the end of a state fiscal year.

CPRIT's outreach efforts include responding to all email and hard copy communication received from HUB vendors, including vendors with whom the purchaser becomes acquainted at HUB events. Through these efforts CPRIT has established new relationships with HUB vendors.





## **SCHEDULE F: AGENCY WORKFORCE PLAN**

### **Overview of Statute, Mission, and Essential Functions**

The Cancer Prevention & Research Institute of Texas (CPRIT) was created in 2007 when Texans voted to invest \$3 billion in a historic fight against cancer. On November 5, 2019, Texas voters overwhelmingly approved a constitutional amendment to provide an additional \$3 billion to CPRIT for a total \$6 billion investment in cancer research and prevention. This is the largest state research investment in the history of the United States and the second largest cancer research and prevention program in the world.

### **Purpose**

CPRIT is charged by the Texas Legislature to:

- Create and expedite innovation in the area of cancer research, thereby enhancing the potential for a medical or scientific breakthrough in the prevention of cancer and cures for cancer;
- Attract, create, or expand research capabilities of public or private institutions of higher education and other public or private entities that will promote a substantial increase in cancer research and in the creation of high-quality new jobs in this State; and
- Continue to develop and implement the Texas Cancer Plan by promoting the development and coordination of effective and efficient statewide public and private policies, programs, and services related to cancer and by encouraging cooperative, comprehensive, and complementary planning among the public, private, and volunteer sectors involved in cancer prevention, detection, treatment, and research.

### **Powers and Duties**

CPRIT is authorized to:

- Make grants to provide funds to public or private persons to implement the Texas Cancer Plan, and may make grants to institutions of learning and to advanced medical research facilities and collaborations in this state for:
  - Research into the causes of and cures for all types of cancer in humans;
  - Facilities for use in research into the causes of and cures for cancer;
  - Research, including translational research, to develop therapies, protocols, medical pharmaceuticals, or procedures for the cure or substantial mitigation of all types of cancer in humans; and
  - Cancer prevention and control programs in this state to mitigate the incidence of all types of cancer in humans;

- Support institutions of learning and advanced medical research facilities and collaborations in this state in all stages in the process of finding the causes of all types of cancer in humans and developing cures, from laboratory research to clinical trials and including programs to address the problem of access to advanced cancer treatment;
- Establish the appropriate standards and oversight bodies to ensure the proper use of funds authorized under this chapter for cancer research and facilities development.
- Employ an executive director as determined by the oversight committee;
- Employ necessary staff to provide administrative support;
- Monitor contracts and agreements; and
- Work to implement the Texas Cancer Plan and continually monitor and revise the Texas Cancer Plan as necessary.

CPRIT is governed by 9 dedicated Texans who together comprise the Oversight Committee. Oversight Committee members are appointed by the Governor, Lieutenant Governor and Speaker of the House to serve staggered terms. Under the guidance of the Oversight Committee, CPRIT accepts applications and awards grants for a wide variety of cancer-related research and for the delivery of cancer prevention programs and services by public and private entities located in Texas. All CPRIT-funded research will be conducted in state by Texas-based scientists and reflect CPRIT's mission to attract and expand the state's research capabilities and create high quality new jobs in Texas.

### **Agency Workforce – Strategic Goals**

CPRIT's enabling statute specifies three requirements that the Institute adopts as its operational goals. These three goals and examples of specific action items used to implement the goals follow:

#### **Attract, create and expand research capabilities in higher education**

- Recruit stellar researchers and their labs to Texas institutions from across the world
- Increase the likelihood that the National Cancer Institute will identify additional Texas institutions as designated and/or comprehensive cancer centers
- Stimulate receipt of new non-state research funds to Texas institutions
- Establish core facilities to provide access to cutting-edge shared technology through capital instrumentation and technical expertise

Attract, create and expand the capabilities of private entities and create high-quality new jobs

- Attract existing biotech companies from elsewhere to Texas and establish new companies in Texas
- Enhance existing venture capital biotech investment in Texas
- Stimulate private sector follow-on investment in companies brought to Texas by CPRIT or created through CPRIT funding in Texas
- Increase the state's gross product, personal income, and retail sales
- Increase the number of high quality new permanent jobs created in Texas

Expedite innovation in research and enhance the potential of breakthroughs in prevention and cures

- Support new clinical trials and increase the number of patients in CPRIT-funded clinical trials
- Identify cancer precursors and cancers detected through CPRIT-funded screening awards
- Establish nationally recognized teams and centers in Texas
- Increase the number of academic peer-reviewed publications and patent applications resulting from academic and product development research

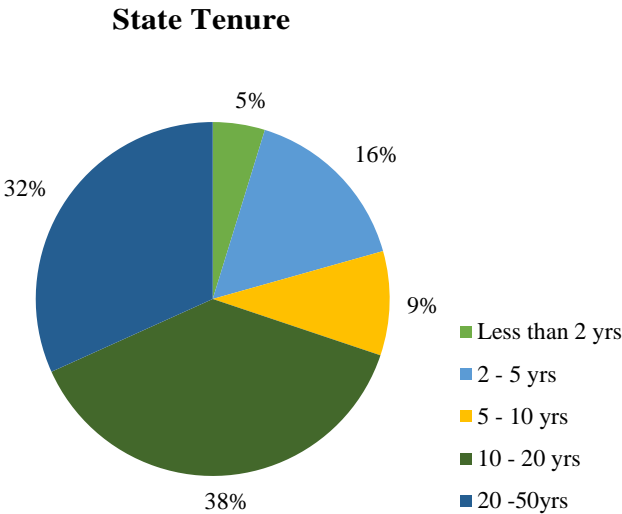
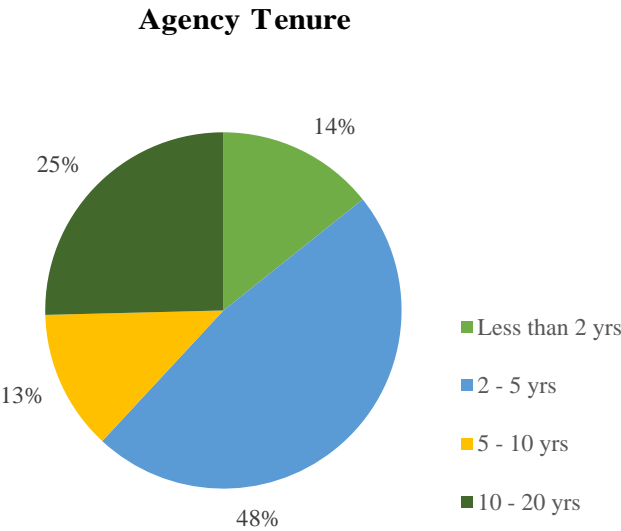
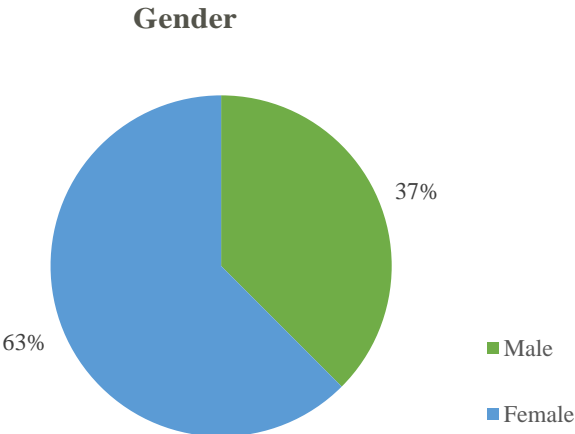
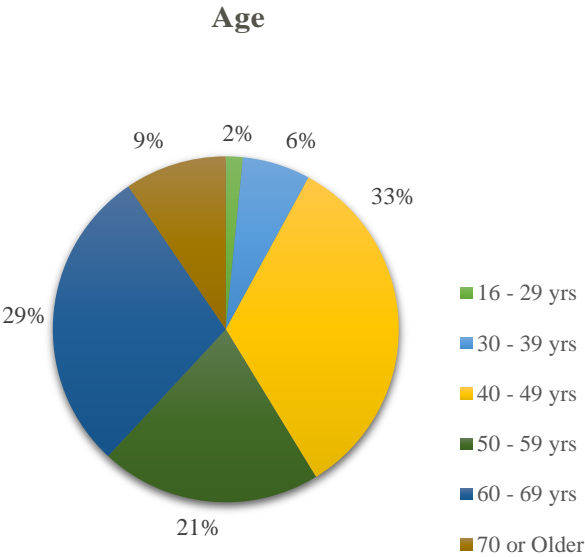
### **Agency Workforce – Core Functions**

CPRIT has 36 budgeted full-time equivalent (FTE) positions headed by a Chief Executive Officer who oversees three core areas: programs, operations, and legal and compliance. The essential functions within each core consist of academic research, prevention, product development research; information technology, human resources, finance, purchasing; and legal administration and grant compliance. These functions are necessary to accomplish the core mission and duties of the agency.

### **Agency Workforce Demographics**

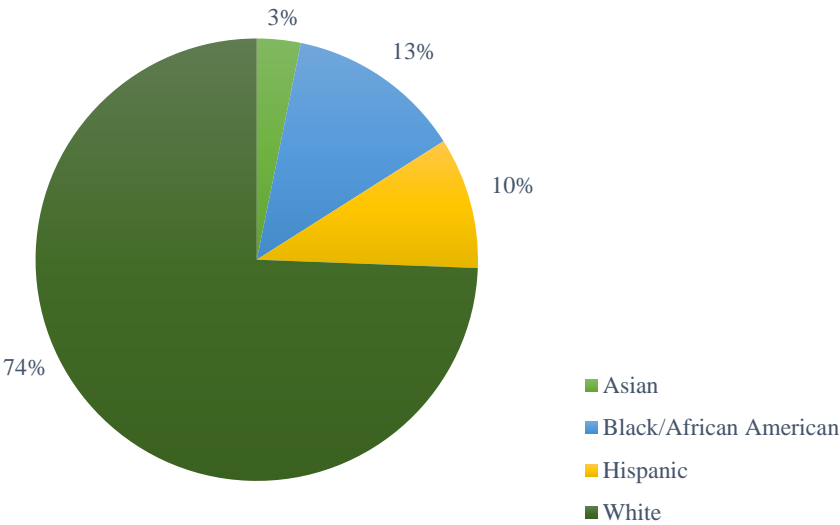
All employees are centrally located in the Capitol Complex in Austin, Texas. The following charts profile CPRIT's total workforce. Thirty-eight percent of CPRIT's employees are over the age of 60. The agency workforce is comprised of 63% females and 37% males.

Fourteen percent of employees have less than two years of service with CPRIT. Seventy percent have over 10 years of state service. All employees have the potential for continued service with the agency.



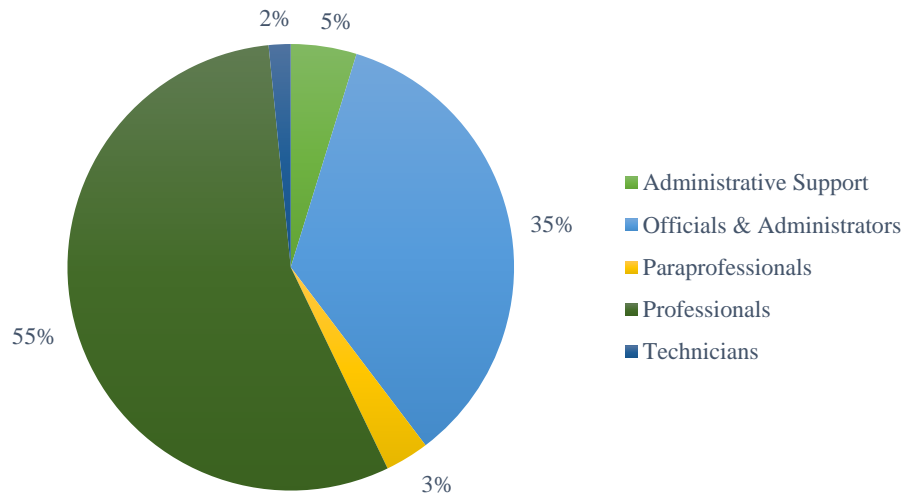
**Agency Workforce by Ethnicity**

Over half of CPRIT’s workforce is white, while 10 percent is Hispanic, 13 percent is Black/African American, and 3 percent is Asian.



### Agency Workforce by Job Category

The following illustrates the occupational job category for CPRIT's current workforce as of May 2020.

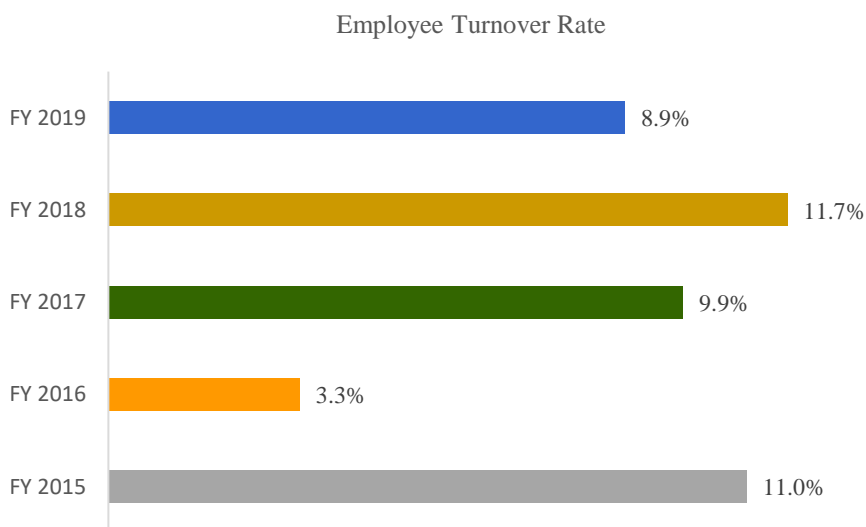


### Retirement Eligibility

Approximately 34 percent of CPRIT employees are currently eligible to retire and 13 percent are return to work retirees. The agency recognizes that the potential loss of employees due to retirement may be an issue. Loss of expertise along with normal attrition is possible; therefore, CPRIT strives to ensure that business knowledge and organizational expertise is not lost and continues succession planning for key positions.

## Employee Turnover

The following chart shows CPRIT turnover during fiscal years 2015 through 2019. During this period, the turnover rate varied from 3.3% (one FTE) to 11.7% (four FTEs). In general, turnover occurs most commonly among employees who have less than two years of service with the agency.



## Essential Critical Workforce Skills Necessary for Institute Mission

CPRIT requires a workforce with a broad range of experience. It is essential in a small agency to have staff with diverse skills and experience because it is likely that an employee will perform more than one job function. The agency has qualified, talented, dependable employees with skills necessary to meet the unique requirements of the agency. CPRIT is committed to providing employee training in their area of expertise to maintain their job performance.

To maintain quality services for Texas and carry out essential functions, the agency will continue to hire and retain employees with experience and skills in science, medicine, prevention, product development, leadership, management, human resources, legal, administration, information technology, finance, compliance, and grant monitoring.

### **Future Workforce Profile (Demand and Gap Analysis)**

A continuing analysis of CPRIT demands will be reviewed to ensure that there is an adequate and effective agency workforce in place to carry out the agency mission. Currently, CPRIT does not anticipate a gap in full time employees over the next five years.

### **Strategy Development**

There are no surpluses in workforce numbers or skills. CPRIT ensures that staff is equipped with the necessary and appropriate knowledge and skills to effectively accomplish the agency's mission by providing training opportunities; support staff attendance at job relevant seminars and conferences and encourage employees who seek new challenges by assigning special projects; and providing cross-training to all staff.

CPRIT will continue to follow the established recruitment plan and keep agency policies and procedures documented to ensure necessary skills are retained. CPRIT is committed to recruiting and hiring the staff necessary to continue to support the agency mission.



## **SCHEDULE H: REPORT ON CUSTOMER SERVICE**

### **Executive Summary and Analysis**

CPRIT is accountable to a broad range of important stakeholders — from the Texas Legislature and state leaders, to the researchers and clinicians on the front lines in the conquest of cancer, to the Texans living with cancer and their families and communities, to the citizens who have entrusted their tax dollars to fulfilling the agency’s mission.

More directly, CPRIT’s customers are the applicants and recipients of its grants served by all three of the agency’s strategies under Goal A, Cancer Research and Prevention Services. Their perceptions of agency operations are reflected in CPRIT’s 2020 customer satisfaction survey. The overall grant process used by CPRIT includes numerous customer service touchpoints related to the grant reporting requirements, which are among the most rigorous in the field of cancer research. These touchpoints include both in-person and online interactions with CPRIT staff and systems.

These survey results reflect CPRIT’s emphasis on providing good customer service throughout the agency but particularly in the grant application, contracting, financial reporting, and compliance activities where the majority of customer contact occurs. Compared to the 2018 survey results, the positive perceptions of CPRIT staff courteousness, knowledge and promptness has been maintained at 86.7% (83.3% in 2018; see P-1 in the Perception Data section). This is also true of effective communication with CPRIT at 79.0% (78.2% in 2020; see P-3 in the Perception Data section below).

CPRIT has continued to refine its administrative rules to address grant award reporting requirements and provide more written guidance about post-award reporting requirements to grantees over the past four years which has resulted in the ongoing improvement of the relationship with the grantees and also resulted in more consistent compliance with the requirements. In conjunction with these written rules and guidance, CPRIT has also been providing more training for grantee personnel of all new and continuing active grant awards. The training addresses CPRIT’s new and amended grant policies, procedures and administrative rules required of grantees using CPRIT grant funds.

CPRIT’s ability to implement its statutory and administrative rule requirements for grant administration, monitoring and reporting are dependent on mutually satisfactory relationships with grantees required to comply with those requirements. Therefore, the quality, timeliness and efficiency of CPRIT’s customer service are integral to effective agency operations and an ongoing focus of the agency to continue improving those standards.

## Survey Overview and Methodology

In March 2020, CPRIT issued a customer satisfaction survey to gauge the perceptions of CPRIT grantees about the agency's interaction with them. Results include both quantitative and narrative data summarized in this report. The 2020 survey is the same as that used since 2016. Invitations to participate in the survey were distributed to 1,043 grantee representatives including:

- Principal investigators
- Program directors
- Company representatives
- Authorized signing officials
- Office of sponsored programs contract and financial staff

A total of 105 customers responded to the survey. Descriptive data collected in the survey included:

- Nature of the customer's relationship with CPRIT
- Modes and methods of interaction (e.g., phone, email, grants management system)

Perception data collected in the survey included customer assessments of:

- Interaction with CPRIT staff
- Communications accessibility
- CPRIT's website
- Handling of complaints
- Grants application process and review transparency
- Grant application submission system usability
- Grant application feedback
- Grants helpdesk
- Post-award reporting system usability

Narrative data was provided via open-ended customer comments from 26 respondents. Responses ranged from expressing general appreciation and satisfaction in their interaction CPRIT staff to difficulties in using the online post-award grant management and report submission system.

## Measures of Customer Service

CPRIT does not have specific performance measures related to customer service. The standard statewide measures for customer service reporting are as follows:

### *Outcome Measures*

- Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Services Received: Ranges from 45.7% through 86.7% depending on the service other than the complaint process (see perception data below); 67.6% of Customer Respondents did not use the complain process
- Percentage of Surveyed Customer Respondents Identifying Ways to Improve Service Delivery: 2.5% of all respondents; 38.4% of respondents providing comments

### *Output and Explanatory Measures*

- Total Customers Surveyed: 1,043
- Response Rate: 10%
- Total Customers Served: 1,043
- Total Customers Identified: 1,092
- Total Customer Groups Inventoried: 5

### *Efficiency Measure*

- Cost per Customer Surveyed: \$0.29

***Descriptive Data***

D-1. What was the nature of your contact with CPRIT? (*more than one response allowed*)

<b>Program/Activity</b>	<b>Percentage</b>	<b>Number</b>
Academic Research Program	50.5%	53
Prevention Program	32.4%	34
Product Development Research	7.6%	8
Grant Expense/Reporting Issue	27.6%	29
Grant Helpdesk	35.2%	37
Grant Contract Issue	10.5%	11
CPRIT Issues (Public or Media	5.7%	6
Grant Compliance	18.1%	19
Other	4.8%	5
<b>Total Respondents</b>		<b>105</b>

D-2. How did you contact us? (*more than one response allowed*)

<b>Mode</b>	<b>Percentage</b>	<b>Number</b>
Phone	43.8%	46
Email	61.9%	65
CPRIT Grants Management	60.0%	63
<b>Total Respondents</b>		<b>105</b>

***Perception Data***

P-1. CPRIT Program and Post-Award Staff: Program and post-award support staff is courteous, knowledgeable, and prompt in response to an inquiry.

<b>Assessment</b>	<b>Percentage</b>	<b>Number</b>
Agree	86.7%	91
Neutral	1.0%	1
Disagree	1.0%	1
Not Applicable	11.4%	12
<b>Total Respondents</b>		<b>105</b>

P-2. Grant Helpdesk: Helpdesk staff is courteous, knowledgeable and prompt in answering your inquiries about grant opportunities.

<b>Assessment</b>	<b>Percentage</b>	<b>Number</b>
Agree	69.5%	73
Neutral	5.7 %	6
Disagree	1.0%	1
Not Applicable	23.8%	25
<b>Total Respondents</b>		<b>105</b>

P-3. Accessibility: Communicating with CPRIT via telephone or electronic mail is an effective process.

<b>Assessment</b>	<b>Percentage</b>	<b>Number</b>
Agree	79.0%	83
Neutral	7.6%	8
Disagree	1.9%	2
Not Applicable	11.4%	12
<b>Total Respondents</b>		<b>105</b>

P-4. Website: CPRIT's website is easy to navigate and contains useful information about CPRIT and its funding opportunities.

<b>Assessment</b>	<b>Percentage</b>	<b>Number</b>
Agree	77.1%	81
Neutral	19.0%	20
Disagree	2.9%	3
Not Applicable	1.0%	1
<b>Total Respondents</b>		<b>105</b>

P-5. Grants Application and Review: CPRIT's grant application and review process is understandable and transparent.

<b>Assessment</b>	<b>Percentage</b>	<b>Number</b>
Agree	69.5%	73
Neutral	14.3%	15
Disagree	3.8%	4
Not Applicable	12.4%	13
<b>Total Respondents</b>		<b>105</b>

P-6. Grant Application Feedback: I received feedback on my grant application that helped me understand my application's strengths and weaknesses.

<b>Assessment</b>	<b>Percentage</b>	<b>Number</b>
Agree	45.7%	48
Neutral	15.2%	16
Disagree	3.8%	4
Not Applicable	35.2%	37
<b>Total Respondents</b>		<b>105</b>

P-7. Complaint Process: Complaints are easy to file and resolved in a timely manner.

<b>Assessment</b>	<b>Percentage</b>	<b>Number</b>
Agree	21.0%	22
Neutral	9.5%	10
Disagree	1.9%	2
Not Applicable	67.6%	71
<b>Total Respondents</b>		<b>105</b>

P-8. Grants Application Submission: CPRIT's electronic application receipt system is user-friendly and technologically responsive.

<b>Assessment</b>	<b>Percentage</b>	<b>Number</b>
Agree	62.5%	65
Neutral	20.2%	21
Disagree	2.9%	3
Not Applicable	14.4%	15
<b>Total Respondents</b>		<b>104</b>

P-9. Post-Award Report Submission: CPRIT's post-award electronic grants management system is user-friendly and technologically responsive.

<b>Assessment</b>	<b>Percentage</b>	<b>Number</b>
Agree	61.9%	65
Neutral	17.1%	18
Disagree	7.6%	8
Not Applicable	13.3%	14
<b>Total Respondents</b>		<b>105</b>